



# Strategic Plan

## 2005

U.S. DEPARTMENT OF ENERGY  
NATIONAL NUCLEAR SECURITY ADMINISTRATION  
NEVADA SITE OFFICE

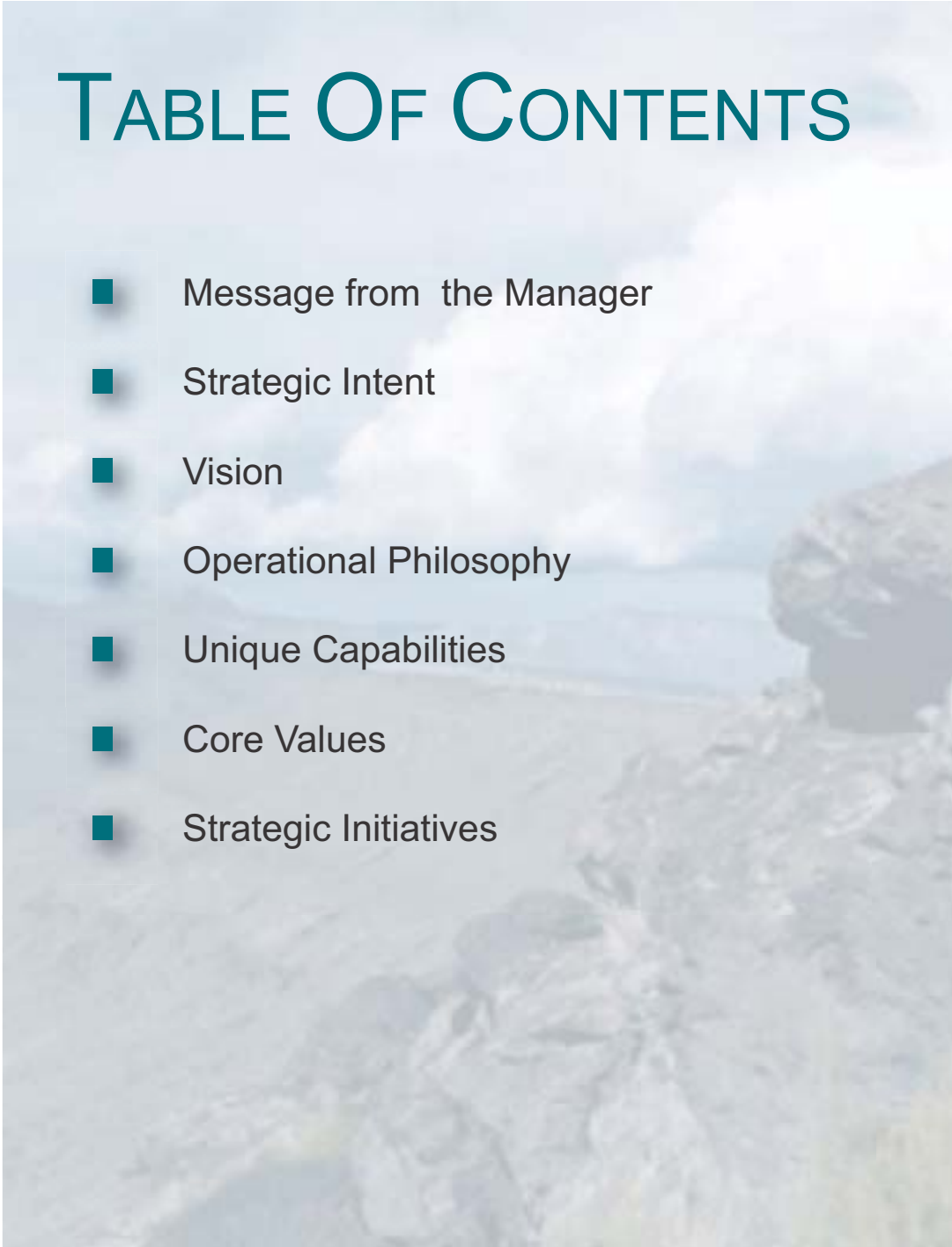
*Maintain Stewardship of Nevada Test Site ...*

*Meet Emerging Needs of Testing ...*

*Accommodate Critical National Requirements ...*

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# MESSAGE FROM THE MANAGER

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This 2005 Strategic Plan articulates the strong commitment of our office to meet the needs of our Nation's security; improve and sustain safety and security programs; streamline business systems; motivate and train the workforce; and build strong, productive partnerships.



As you will see on the next page the whole body of Nevada Test Site federal, laboratory, and contractor leadership has developed a strategic intent. Each and every one of your jobs makes this objective a truism. Every laborer, administrative, technical, or scientific/professional person contributes to this statement of intent through their day-to-day work effort. You as an individual, when asked what you do, can say: *I Sustain and strengthen the Nevada Test Site as a unique, national capability for high hazard activities for the National Nuclear Security Administration and other national priorities.*

The "how" of that statement is laid out in this strategic plan. We provide the resources and capabilities for organizations to experiment, test and train. Demonstration of new sensors, tactics, and diagnostic equipment are fielded at the Nevada Test Site. Every individual in their job performance contributes to the daily satisfaction of our customers.

The 2005 Strategic Plan Initiatives were developed by all test site partners. Each and every organization, through the successful implementation and conduct of these initiatives, will directly contribute to achieving our strategic intent and vision. We have in front of us a very well defined roadmap that can clearly move the Nevada Test Site into the foreseeable future.

The Nevada Test Site "Can Do" attitude is very much alive and well. I thank each and every one of you for your continued contributions. It is because of you that we continue to have the successes we have.

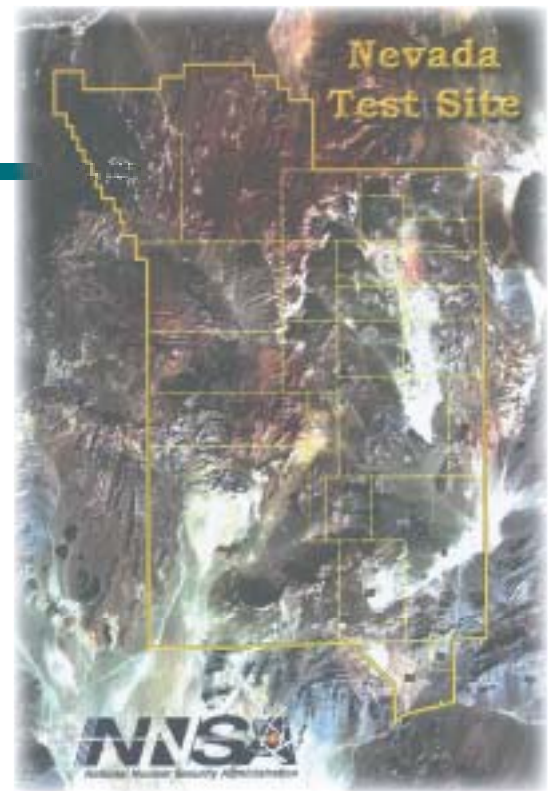
A handwritten signature in black ink that reads "K A Carlson".

Kathleen A. Carlson, Manager

# STRATEGIC INTENT

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Sustain and strengthen the Nevada Test Site as a unique, national capability for high hazard activities for the National Nuclear Security Administration.



## VISION

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The Nevada Test Site is the national asset to support experimentation, testing, training, and demonstration for defense systems and advances in high hazard operations. We are the leaders for rapidly and safely designing, developing, and implementing the technological support required for experiments and tests of our national defense partners.



# OPERATIONAL PHILOSOPHY

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Mutual cooperation, partnership, and teamwork form the foundation of our operational philosophy. From its inception, the Nevada Site Office has had a strong tradition of teaming with its headquarters elements, principal contractors, the National Laboratories, other federal agencies, and community and educational organizations in achieving common objectives. These partnership approaches to the development of science and technology have led to many successful programs. Key organizations in our business partnerships include:

**Nevada Site Office:** provide Federal management and oversight for all activities conducted at the NTS and offsite locations.

**NNSA Service Center:** provide enterprise support in the areas of business, technical, financial, legal, and management services.

**Department of Homeland Security:** train the nation's first responders and develop and test technologies to support those responders.

**Defense Threat Reduction Agency:** conduct experiments of the effects of conventional weapons that are focused on improving military operations and techniques.

**Bechtel Nevada:** perform management and operational (M&O) activities at the NTS and offsite locations and provide engineering, construction, and diagnostics development and fielding for experimental work done at the NTS and offsite locations.

**National Laboratories:** conduct experiments at the NTS to ensure the integrity of the nation's nuclear weapons stockpile.

**Wackenhut Services, Inc.:** perform security-related services at the NTS and Las Vegas, Nevada locations.

**Stoller-Navarro:** perform environmental assessment, characterization, and remediation activities at the NTS and other offsite locations.

# UNIQUE CAPABILITIES

Nevada Site Office assets include the Nevada Test Site, a unique expanse of federally controlled land and facilities in a remote region of southern Nevada. The approximately 1,375 square miles that make up the test site are surrounded by the Department of Defense Nevada Test and Training Ranges and unpopulated land controlled by the Bureau of Land Management. The geology, hydrology, meteorology, and radiological environments are well characterized. The Environmental Impact Statement and the associated Record of Decision allow for the execution of a variety of complex and unique projects and experiments while ensuring the protection of the workers, the public and the environment.

As a self-sustaining entity the Nevada Test Site provides the supporting infrastructure, air space and utilities to serve the nation in developing innovative solutions to complex problems involving special nuclear material (SNM); hazardous materials; and multi-agency, integrated operations. The test site represents the United States' single, unique capability to support nuclear testing and major experiments that involve SNM or hazardous materials. Strong competencies such as nuclear safety and nuclear explosives safety and operations; remote field experiments and operations; first responder training; physical and environmental science; nuclear waste management systems and technology; design and fabrication of electronic,

mechanical, and structural systems; remote and robotic sensing; management of a broad range of infrastructure, mining, engineering, and construction; and chemical, explosives, and hazardous materials systems and technology reside in the skilled employees of the Nevada Site Office partnerships. These people and skills exist at facilities located in Nevada, California, New Mexico, and the Washington, D.C. area. At these various locations we have the ability to support the custom design and construction of experimental systems ranging from small electronic or remote sensing packages to fielding complex laboratories in hostile environments for use anywhere in the world.



*Fabry Perot Velocimetry*



*Device Assembly Facility*

# CORE VALUES

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The Nevada Site Office will achieve its vision by aggressively pursuing each strategic initiative through application of our core values. These values guide our behavior and define the organizational pathway to success.

- We embrace the highest standard of ethical behavior with honesty, integrity, and respect for all those with whom we interact.
- We commit to providing an environment where safety and security are of the utmost importance.
- We encourage creativity and innovation.
- We employ partnerships and teamwork to maximize the synergy of collective thinking and foster cooperative problem solving and continuous improvement.
- We value the diversity of our most important resource, our people.
- We encourage expressions of various opinions and open communication of information, both internally and externally, as the basis for establishing credibility and sound, continuing relationships.
- We assign accountability for actions at all levels of the organization.



# STRATEGIC INITIATIVES

The Nevada Site Office has identified strategic initiatives that represent the priorities of this office and contribute to the successful accomplishment of the mission elements. Each goal is supported by specific objectives to measure progress and documented by implementation plans for each objective, which establish tactics, milestones, and metrics for near term accomplishments.

## STRATEGIC INITIATIVE – Achieve programmatic missions

### Goal

Enhance the NTS capability to conduct experimental and hazardous work in support of the national Stockpile Stewardship Program.

### Objectives

- Meet/exceed campaign and directed stockpile work milestones.
- Ensure operability of critical facilities (DAF, U1a, ATLAS, and JASPER).
- Meet the TA-18 CEF Project milestones.
- Prepare for early receipt of material from TA-18.
- Explore option to supplement NNSA program work at the DAF.
- Complete startup of planned Defense Program missions and implementation of nuclear facility requirements.



*Atlas Pulse Powered Machine*



*Jasper Gas Gun Containment Vessel*

### Goal

Maintain capability to resume underground nuclear testing within an 18 month test readiness posture.

### Objectives

- Implement the safety basis program plan to safely execute an underground nuclear test.
- Ensure that underground test specific operational capabilities are reconstituted.
- Ensure development of a suite of standard diagnostics and measurements to diagnose an underground nuclear test.
- Ensure a minimum cadre of underground nuclear test diagnosticians is trained and qualified.



## Goal

Provide national leadership in the counterterrorism and homeland security test and evaluation, training and exercise, and applied engineering efforts.

## Objectives

- Establish and maintain premier facilities and cadre for local responder and military training.
- Effectively utilize NNSA/NSO assets to enhance the national counterterrorism programs.
- Enhance the use of NNSA/NSO facilities to promote nonproliferation programs.



*Detection Technology Testing and Evaluation*



*First Responder Training at the Nevada Test Site*

## Goal

Enhance NNSA/NSO leadership posture in the National Radiological Response programs.

## Objectives

- Proactively establish NNSA/NSO as the consequence management national leader.
- Maximize the use of NTS facilities to enhance technical support for National Radiological Response programs.
- Maximize NNSA/NSO capabilities to provide leadership among the interagency and local responder community.

## Goal

Perform characterization and remediation of legacy nuclear testing sites and safely manage NTS waste management operations.

## Objectives

- Ensure all environmental management activities meet regulatory agreement milestones.
- Maintain capability to receive and dispose of low level waste at the NTS.
- Conduct hydrological investigations and modeling to support the Underground Test Area Program.
- Complete planned shipments of transuranic waste to the Waste Isolation Pilot Plant.
- Carry out remedial actions on NTS boreholes.
- Manage the transition of current EM programs and personnel into NNSA in FY 2006.



*Area 5 Low Level Waste Operations*

## **STRATEGIC INITIATIVE – Implement long term strategies that foster the development, and enhance the capabilities, of the Nevada Test Site as a unique national resource for conducting high hazard operations**

### **Goal**

Provide safe, reliable, and economical facilities and supporting infrastructure to meet mission requirements.

### **Objectives**

- Develop and implement an NTS Infrastructure Master Plan that will guide the planning and implementation of future infrastructure recapitalization and upgrade efforts, the transition from the Facilities and Infrastructure Recapitalization Program to the Readiness in Technical Base and Facilities Program, and the siting of new NTS mission activities and assets.
- Initiate the process to transition NTS administrative land withdrawals to legislative land withdrawals.
- Evaluate the potential impacts of the ORD land withdrawal on current NNSA/NSO assets and develop a plan for mitigating those impacts.
- Realign and implement the Site Development Working Committee to serve as the recommending body, for senior management, that identifies and prioritizes mission needs for infrastructure and reviews potential new mission assets for compatibility with existing NNSA/NSO assets.



*NTS Power Work at Mercury*



*Area 12 Camp*

## STRATEGIC INITIATIVE – Strengthen workforce capability



*Induction Voltage Adds U1a Complex*

### Goal

Attract, recruit, reward, and develop a technically competent, motivated workforce.

### Objectives

- Fill critical skill gaps consistent with hiring, retraining, and diversity objectives.
- Maintain viable professional certification programs.
- Encourage and reward performance.
- Continue to support employee job related training and provide for career development opportunities.

## STRATEGIC INITIATIVE – Continuously improve NNSA/NSO management systems

### Goal

Refine NNSA/NSO business and management systems to support Site Office needs and staffing levels.

### Objectives

- Update NNSA/NSO Directives to reflect current Site Office requirements and necessary Service Center support.
- Provide all NNSA/NSO staff with web-based management system training.
- Refocus the majority of federal oversight activities to a risk-based validation of contractor acquired assessment data.
- Develop and maintain a CRAD database for use by federal staff to help focus validation and assessment efforts.

## STRATEGIC INITIATIVE – Continue to improve the safety and security performance and implement the necessary policy and programs to protect the public and the workers.

### Goal

Enhance ES&H programs, tools, and capabilities.

### Objectives

- Integrate quality assurance requirements into NNSA/NSO's Integrated Safety Management oversight, planning, and execution.



*LLNL Subcritical Experiment*



- Develop and implement a site-wide environmental management system which will facilitate the safe and cost-effective stewardship of environmental resources.
- Sponsor the development and implementation of a safety and health management system which integrates current and legacy health hazards information.
- Establish and implement an effective and compliant nuclear safety management process for NTS nuclear facilities and activities that will ensure a continually improving nuclear safety culture.



*Security Training at NTS*

### **Goal**

Enhance security program, tools, and capabilities.

### **Objectives**

- Continue to investigate, assess, and implement state-of-the-art technological security issues.
- Strengthen and improve the NNSA Nuclear Material Control and Accountability programs.
- Expand Cyber Security programs to safeguard against rapidly emerging threats.

## **STRATEGIC INITIATIVE – Preserve and enhance partnerships**

### **Goal**

Strengthen and foster relationships with partners.

### **Objectives**

- Strengthen and improve communications across the NTS partners and at all levels.
- Enhance communications within the NNSA/NSO and with the Service Center and Headquarters.
- Strengthen communications within the NNSA/NSO and local community at all levels.



*Atlas Dedication*





*U.S. Highway 95 turnoff towards Mercury*

**For additional information, please write or call:**

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